

**"More than the Bottom Line"™**  
*"Business Education to Change the World"™*

**Spring 2023 Quad 1**

<b>Meeting days:</b> On-line	<b>Instructor title and name:</b> Dr. Bruce Schooling
<b>Meeting times:</b> On-line	<b>Phone:</b> 619-889-9669 (cell – calls are screened)
<b>Meeting location:</b> On-line	<b>E-mail:</b> bschooli@pointloma.edu
<b>Final Exam:</b> Due 03-05-23 @ 11:59p	<b>Office location and hours:</b> by appointment
<b>Additional info:</b>	<b>Additional info:</b>

**PLNU Mission**  
**To Teach ~ To Shape ~ To Send**

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

**Fermanian School of Business Mission**

**Character – Professionalism – Excellence – Relationships – Commitment – Innovation**

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

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**COURSE DESCRIPTION**

This course is a study of human behavior in social organizations, with a focus on the environment, structure, and human behavior at the individual, group, and organizational level. Emphasis is on acquiring skills and analytical concepts to improve organizational relationships and effectiveness.

Prerequisite: BMG2012

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**COURSE LEARNING OUTCOMES**

Upon completion of this course, students will be able to:

1. Identify the key management principles relating to environment, structure and human behavior at the individual, group and organizational levels (PLO 1 & F1).

2. Prepare strategies for improving work performance and organizational effectiveness (PLO 2 & F1).
3. Assess the impact of various organizational structures on corporate culture and behavior (PLO F2).
4. Analyze the ethical impacts when managing people and resources (PLO 4).
5. Collaborate effectively in a team to thoroughly assess an organization and make sound recommendations (PLO 5).
6. Demonstrate effective business communication through written and verbal means (PLO 3).

## **COURSE SCHEDULE AND ASSIGNMENTS**

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The study of Organizational Behavior is divided into four areas: Individuals, Groups, Structures, Context (or Environment). BMG320, therefore, focuses in on those four areas. Below is a general overview of the course content overview:

<b>WEEK</b>	<b>DATE</b>	<b>COURSE CONTENT</b>
WK 1 Module Light	1-9	Ethics and Organizational Behavior
WK 2 Module 1	1-16	Ch 1 Why Organizational Behavior (OB)
		Ch 2 What makes up OB
		<b>ORGANIZATIONAL BEHAVIOR: INDIVIDUALS</b>
WK 3 Module 2	1-23	Ch 3 Personality – Is it all about me?
		Ch 4 Attitudes – When we insert others
WK 4 Module 3	1-30	Ch 5 Motivation – Getting up everyday
		<b>ORGANIZATIONAL BEHAVIOR: GROUPS</b>

		<b>Ch 8</b> Communication – What makes a group great?
WK 5 Module 4	2-6	<b>Ch 9</b> Work Groups -- How to choose a Group
		<b>Ch 11</b> Politics – How to survive a Group
		<b>ORGANIZATIONAL BEHAVIOR: STRUCTURES</b>
WK 6 Module 5	2-13	<b>Ch 16</b> Culture -- I can create it
		<b>Ch 12</b> Leadership – Somebody has to do it
WK 7 Module 6	2-20	<b>Ch 15</b> Design -- Give me my crayons!
		<b>ORGANIZATIONAL BEHAVIOR: CONTEXT</b>
		<b>Ch 10</b> Diversity – Why doesn't everyone think like me?
WK 8 Module 7	2-27	<b>Ch 18</b> Change – Everyone says they love it, but .....
		<b>Ch 13</b> Conflict and Negotiation – When life gets hard

### COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 8 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

<b>Assignments &amp; Activities</b>	<b>Course Hours</b>
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Reading Course Content Pages & PowerPoint Presentations	12 hrs
Reading <i>ORGB</i> <sup>5</sup>	28.5 hrs
Reading <i>Blink</i>	8 hrs
<i>Blink</i> Exam	1 hr
Reading <i>Superforecasting</i>	10 hrs
<i>Superforecasting</i> Exam	1 hr
Watching Videos & Related Activities	12 hrs
Discussion Boards	3 hrs
Weekly Quizzes	4 hrs
Weekly Assignments	13 hrs
Case Studies	8 hrs
Weekly Reflection Meetings (Group Work)	12 hrs
<b>TOTAL COURSE HOURS</b>	112.5 hrs

**Course activities are explained in detail in the weekly modules of Canvas.** However, each week generally consists of two sets of -- a faith-integration activity, a lecture that you read, a chapter to read in *ORGB*<sup>5</sup>, a PowerPoint to view, a quiz from *ORGB*<sup>5</sup> reading, a video to watch and a response activity, an additional reading (*Blink* first and then *Superforecasters*, a short assignment, and an online meeting with a small group of classmates. A few of the weeks have an additional exam, a literature review assignment, or a case study assignment.

### **TEXTS and OTHER REQUIRED MATERIALS**

1. Nelson, D. L. and Quick, J. C., (2017), *ORGB*<sup>5</sup>. Organizational Behavior. 5<sup>th</sup> Cengage Learning 4LTR Press.
2. Gladwell, M., (2005). *Blink: The power of thinking without thinking*. Back Bay Books, Little and Brown ISBN [0-316-17232-4 \(Links to an external site.\)](#)[Links to an external site.](#)
3. Tetlock, P.E., (2015) *Superforecasting: The art and science of prediction*. Crown Publishers, New York, NY.
4. Harvard Business School Publishing case: Thomas Green: Power, Office Politics, and a Career in Crisis. Case will be available from HBP when needed and can be purchased from HBP for a small fee. The link to Harvard Publishing can be found in the second to last module when appropriate.

NOTE: Students are responsible to have the required textbooks and other materials prior to the first day of class. Students are also encouraged to begin reading the materials in preparation for the class as soon as possible.

*Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law. All supplemental materials posted on this course site (including articles, book excerpts, or other documents) are provided for your personal academic use. These materials may be protected by copyright law and should not be duplicated or distributed without permission of the copyright owner.*

## **ASSESSMENT AND GRADING**

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Students are expected to participate in all weekly online meetings with their small groups, complete the course materials, and submit all required assignments/exams as scheduled and on time. Failure to do so will result in loss of points. Approximate points available are as follows:

<b>Assignment</b>	<b>Points</b>
Text Chapters and Quizzes (two each week)	140
Video Response Activities (two each week)	140
Weekly Assignments	175
Weekly Reflections Meetings and Summaries with your Small Group (one each week)	70
Ethics and Organizational Behavior Reflection	35
Mid Term Exam	100
<i>Blink</i> reading Exam	50
<i>Superforecasting</i> reading Exam	50
Literature Review Assignments (there are five)	100
Final Case Study	140
<b>Total</b>	<b>1000</b>

1. Each week two quizzes is given covering the material in the textbook chapter assigned. The quizzes may be taken as many times as you like for the score you desire. Quizzes are timed and the computer will keep the final attempt. 10 points/quiz possible each week.
2. Reading assignments in both “Blink” and “Superforecasting” provide the material covered the book exams.
3. Each week there are two individual assignments.
4. Each week there is a reflection due from the assigned group. While it is difficult to do group work in a digital environment part of the intent of this work is to explore the different ways to work as a group when not in the same space or time.
5. There are 5 Literature Review assignments. 4 require a review and synthesis of the material in one scholarly research article on a directed subject. The final Literature Review assignment requires you to find, read, and synthesize the findings of 4 articles on a OB subject of your choosing.

Attendance and Participation are not specifically graded in this class. However, your attendance and participation are assessed through work that is timely, accurate, and engaged.

You are required to participate as part of a team/group. At least one weekly assignment (Reflections) requires that all members of a group be involved in the material that is turned in. You will be assigned to a group. In the digital environment we seem to be moving toward knowing how to work in a group that is only together digitally will be a valuable skill. Each group will need to develop a process that works for that particular group.

Please remember that the Gradebook in Canvas does not reflect any points for assignments not turned in during the semester. At the end of the semester all missing assignments are assigned a 0 and grades are assigned based upon the total of the work required, not the work turned in.

### Grade Scale

Standard Grade Scale Based on Percentage of Points Earned				
A	B	C	D	F
A 950-1,000	B+ 870-899	C+ 770-799	D+ 690-699	F Less than 650
A- 900-949	B 830-869	C 730-769	D 670-689	
	B- 800-829	C- 700-729	D- 650-669	

## **INCOMPLETES AND LATE ASSIGNMENTS**

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All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

## **FINAL EXAMINATION POLICY**

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Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

The final examination in this particular class is the final case study due on the final day of class.

## **STATE AUTHORIZATION**

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State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside California.

## **PLNU COPYRIGHT POLICY**

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Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

## **PLNU ACADEMIC HONESTY POLICY**

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Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog for further policy information.

See the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

## **PLNU ACADEMIC ACCOMMODATIONS POLICY**

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PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan (“AP”) to all faculty who teach courses in which the student is enrolled each semester.

Plnu highly recommends that students speak with their professors during the first two weeks of each semester term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the students responsibility to make the first contact with the EAC.

## **SEXUAL MISCONDUCT AND DISCRIMINATION**

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the Title IX Office at [pointloma.edu/Title-IX](http://pointloma.edu/Title-IX). Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at [counselingservices@pointloma.edu](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://pointloma.edu/title-ix)

## **COURSE MODALITY DEFINITIONS**

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.
2. Online: Coursework is completed 100% online and asynchronously.
3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.
4. Hybrid: Courses that meet face-to-face with required online components.

## **PLNU ATTENDANCE AND PARTICIPATION POLICY**

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Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [ADC Academic Policies in the Graduate and Professional Studies Catalog](#). If



absences exceed these limits but are due to university excused health issues, an exception will be granted.

### **Asynchronous Attendance/Participation Definition:**

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

## **SPIRITUAL CARE**

Please be aware PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at [mvchaplain@pointloma.edu](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto:gordonwong@pointloma.edu). Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

You'll find faith integration activities throughout this course.

## **INSTRUCTOR FEEDBACK**

Assignments will be graded as soon after the due date as possible and grades for the week will be posted to the Canvas gradebook by Tuesday night of the following week. If an immediate response is needed email or phone the instructor.

## USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the [\*Technology and System Requirements\*](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.